



Eagle I.O's Course Take-aways:

Work Attitudes & Motivation (WAM)



This course is taught by Dr. Valerie Sessa in MSU's I/O Psychology program

Course Objectives: Understand, analyze, and critically evaluate historical and contemporary theories and research on work attitudes and motivation. Assess a variety of available instruments measuring work attitudes and motivation. Use ideas and theories to analyze real world problems.

Workplace Constructs:

- **Perceived Organizational Support** – employee perception that their organization values their contributions and meets their emotional needs
- **Perceived Organizational Justice** – employee perception that they are treated in a just, fair, ethical, and respectful manner
- **Organizational Identification** – extent to which employees define themselves in terms of their organizational membership
- **Job Involvement** – extent to which employees identify psychologically with their job
- **Organizational Commitment** – extent to which employees feel dedication and responsibility to their organization
- **Job Embeddedness** – the combined facets that influence retention and tie employees to their jobs, which include psychological, social, and financial influences
- **Job Satisfaction** – overall judgment of an employee's job, ranging from positive to negative
- **Engagement** – a positive and fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption

The Enthusiastic Employee – David Sirota & Douglas Klein

- ✓ **Three factor theory** – Employees have a basic need for equity, achievement, and camaraderie. These three factors lead to employee enthusiasm which in turn fosters high business performance.
 - **Equity** – “How would you rate your organization on taking a genuine interest in the well-being of its employees?”
 - **Achievement** – “Do you agree or disagree: my job makes good use of my skills and abilities.”
 - **Camaraderie** – “How would you rate the cooperation and teamwork within your work unit?”
- ✓ **Organizational hierarchy** – It is not recommended to have more than five to seven levels across the whole organization and only three levels within a facility. Flatten the hierarchy as much as possible.
- ✓ **If downsizing is necessary** – Exhaust all alternatives before laying off employees, ask for volunteers, act generously and decently, communicate honestly throughout the whole process, recognize the impact to the ‘survivors’ and mitigate negative impact on the workforce.
- ✓ **Changing organizational culture** – Action must begin with, and be sustained by, senior management.
- ✓ **Participative management is the ideal** – The leader is active and stimulates involvement within the workforce by expecting employees to make decisions and exercise judgment.



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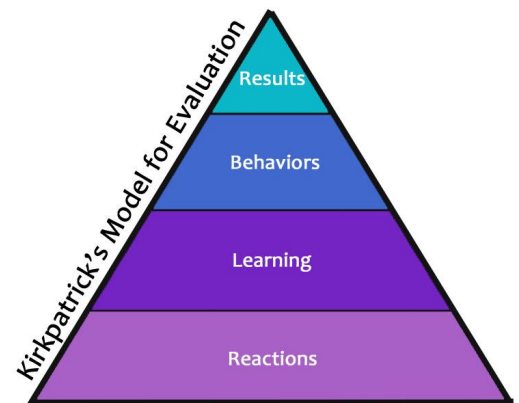


Important Theories:

1. **Goal Setting Theory** – Edwin Locke & Gary Latham
 - Goal Setting Theory highlights the most important things to consider when setting goals through five principles: clarity, challenge, commitment, feedback, and task complexity. Essentially, for success in goal attainment, the goals should be clear to understand, challenging yet achievable, committed to, supported by feedback, and not overly complex. This formatting will lead to the highest motivation and performance.
2. **Equity Theory** – John Stacey Adams
 - Equity Theory is about one's inputs and one's outputs, also known as the results. The balance of what a person puts into something and the final outcome provides equity and fairness. Inputs can be time, money, resources, effort, etc., while outputs can be rewards, recognition, benefits, etc. When these inputs and outputs are perceived as equal and fair, the individual will be motivated.
3. **Expectancy Theory** – Victor Vroom
 - Expectancy Theory has three main components that result in motivation. The first component is Valence, which is, "Do I value the potential results?". Expectancy is the second aspect, which is "Am I capable of achieving xyz?". And the third is instrumentality, which is, "Will I actually receive the results I earned once I achieve xyz?". This theory can be thought of as an equation, so if one of the pieces of the equation is missing, then the individual will not be motivated, but if all components are present, then they will be.
4. **Self-Determination Theory** – Edward Deci & Richard Ryan
 - Self-Determination Theory explains how the type of motivation one has for completing a task can be categorized as extrinsic or intrinsic. There are three fundamental needs for self-determination, which are competence, relatedness, and autonomy. These are the basis of the theory and are needed to move from not self-determined/not motivated to intrinsic motivation which is the most self-determined.
5. **Social Exchange Theory** – George Homans
 - Social Exchange Theory is the continuous series of social interactions between people that rely on the relationship, reciprocity obligations, and exchange. There is a series of give and take in which both parties develop a relationship and levels of trust, which creates feelings of obligation. For example, if your boss gave you off for your son's recital, you may feel obliged to work overtime the next week to finish a project.

Don't Forget:

- **OCBs** (Organizational Citizenship Behaviors) – Volitional, extra-role behaviors intended to help the organization or people in the organization.
- **CWBs** (Counterproductive Work Behaviors) – Volitional behaviors intended to harm the organization or people in the organization.



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